ISE Gold Star Accomplishment – Reducing Disincentives

Gold Star Practitioner: Central Intelligence Agency (CIA)
ISE Functional Area: Reducing Barriers to Sharing
Measurement Area: Disincentives
Best Practice: Establish the means to identify and remove disincentives to share information

Accomplishment
- The CIA established a Sensitive Reporting Review Board (SRRB) to promote the dissemination of its most sensitive information between key authorized consumer organizations within the IC. Key steps included:
    - Involved representatives at the senior-level from each key agency
    - Provided IC agency representatives with global access to information and the responsibility to determine their agency's information needs
    - Obtained administrative support from an existing group to handle implementation issues (e.g., developing guidance, changing policy, etc.)

Outcome
- Authorized members of the IC have access to the information they need to support their missions

Recommended Application to Other Agencies
- Use the following best practices to establish an intra- or inter-agency team to address disincentives:
    - Involve representatives at the senior-level from all appropriate agencies
    - Provide SRRB members with comprehensive, remote access to information
    - Use subject matter experts to determine what information is needed for each agency
    - Establish administrative support to handle implementation issues (e.g., developing guidance, changing policy, etc.)

ISE Gold Star Accomplishment – Governance

Gold Star Practitioner: Department of Defense (DoD)
ISE Functional Area: Institutionalizing Sharing
Measurement Area: Governance
Best Practice: Extend governance activities to coordinate cross-community problem solving and collaboration

Accomplishment
- The DoD "uses a federated approach that establishes the relationship between legally autonomous entities focused on a common result."[1]
- The DoD, with the IC, established a cross-community tiger team with members from DHS, FBI, and NCTC to develop a unified approach to authorize user access to Protected Resources. Steps included:
    o DoD and IC CIOs co-signed a **Letter of Intent** to establish the strategy and provide guidance
    o DoD and IC accountable executives co-signed a **Charter** to communicate the team's purpose, scope, governance, objectives, membership, responsibilities, and deliverables
    o DoD and IC team leads developed a draft Concept of Operations (**CONOPS**) to define agreed-upon outcomes, roles/responsibilities, challenges, and timelines so that all parties share the same expectations

Outcome
- Clear authorities, outcomes, plans, and methods of operations have improved cross-community collaboration
- The multi-agency, multi-community team expects to accomplish a number of additional outcomes, including:
    o Enable more effective sharing of Protected Resources
    o Facilitate rapid resource access for appropriately cleared users
    o Provide immediate access for the on-demand, unanticipated user
    o Provide enhanced security by leveraging Public Key Infrastructure (PKI) and Attribute Based Access Control (ABAC)
    o Leverage Commercial Off-The-Shelf products conforming to Government sponsored security standards

Recommended Application to Other Agencies
- Use the following best practices to develop new or improve existing governance structures:
    o Senior leaders publish a Letter of Intent to authorize the team
    o Senior executives publish an agreed-upon Charter to clarify the team's purpose, scope, governance, objectives, membership, responsibilities, and deliverables
    o Senior managers publish an agreed-upon CONOPS to detail outcomes, roles/responsibilities, and how the team will execute

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[1] DoD Information Sharing Strategy, May 2007 (www.defenselink.mil/cio-nii/docs/InfoSharingStrategy.pdf)

ISE Gold Star Accomplishment – Reducing Disincentives

Gold Star Practitioner: Department of State (DOS)
ISE Functional Area: Reducing Barriers to Sharing
Measurement Area: Disincentives
Best Practice: Establish the means to identify and remove disincentives to share information

Accomplishment
- State surveyed its employees and ISE Agencies to identify information sharing impediments

Outcome
- State used the survey data to identify disincentives to information sharing
- The process of conducting the survey led to several lessons learned that may benefit other agencies

Recommended Application to Other Agencies
- Survey the employees to identify what disincentives exist within the agency
- Use the survey to make fact-based decisions to address disincentives
- Lessons Learned from State's survey include:
  - Provide a forum (e.g., website, blog, wiki, etc.) to gather "operator-level" sharing impediments and facilitate resolution in near real-time
  - Focus the survey questions on a few key areas:
    - Are you getting the information you need?
    - Are you getting the information in a useful format?
    - Is there information you cannot access because you can't discover what is available?
  - Follow up responses to elicit more details about information sharing impediments. Ask management whether the respondent or a more senior person should be contacted